Regional Partnership For Decentralization and Local Governance In the Americas

Quarterly Report XIV
January 1-March 31, 2002

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**Regional Partnership For
Decentralization and Local Governance
In the Americas**

USAID Quarterly Report XIV

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I. Introduction

The *Regional Partnership for Decentralization and Local Governance* will serve as a vehicle with which to implement the Summit of the Americas Plan of Action II, Strengthening Municipal and Regional Administrations. The *Partnership* will contribute to the LAC Regional Sustainable Development Office's Strategic Objective #5 (SO5): "Reinforcement of regional trends that deepen democracy in Latin America and the Caribbean." The *Partnership* will also contribute to LAC's Intermediate Result #2 (IR2): "Strengthened regional mechanisms to improve public sector legitimacy."

II. Major Accomplishments

Component 1: Donor Consultation

The international donor community will establish a Donor Consultative Group (DCG) for Decentralization and Local Governance in Latin America and the Caribbean. ICMA will serve as the DCG Executive Secretariat.

Activities and Accomplishments this Quarter:

Institutionalizing the Donor Consultative Group
During this quarter, the Technical and Executive Secretariat of the Forum finalized the guidelines for members of the Forum. These guidelines establish levels of membership, responsibilities of member institutions, and the calendar of meetings, among others. (See Annex 2 for the guidelines).

In addition to the guidelines, ICMA has begun working on the draft Memorandum of Understanding that the Secretariat expects to sign with the various member institutions of the Forum. The Memorandum will be individualized for each institution according to areas of mutual interest and possible collaboration, spelling out specific tasks to be accomplished within a specific timeframe. ICMA has begun discussions with the GTZ regarding the MOU and will be providing them a draft copy in the next quarter. (See Annex 3 for the draft MOU).

ICMA also met with members of the Board and the Executive Director of the Development Gateway Foundation to explain the Forum and its activities and discuss possible interest on its part to take on the responsibilities of serving as Technical and Executive Secretariat of Forum once USAID funding under this Cooperative Agreement has ended. The Development Gateway Foundation is an independent non-profit organization dedicated to reducing poverty and helping to bridge the digital divide by promoting development related ICT initiatives.

The Development Gateway Portal is an initiative of the Foundation, originally funded by the World Bank Group, and is a website on development issues, from which users can

access information, resources, and tools, and into which they can contribute their own knowledge and experience. It creates a common platform for shared material, dialogue, and problem-solving that is easy to access and navigate through. The Gateway enables those in the development field to share information, easily communicate, and build communities of practice around significant challenges from the grassroots up. As such, both the Forum and Gateway Web sites could benefit from sharing information and databases.

ICMA will set up subsequent meetings with the Foundation and its staff to further explore possibilities of collaboration with the Forum (becoming a partner, co-sponsoring events, and sharing of information and databases). More information on the Development Gateway can be found in Annex 4.

Meeting of the Central American Network for Decentralization and Municipal Strengthening (RED)
As a follow-on activity to FEMICA's RED meeting in Antigua, Guatemala in mid-November, ICMA and FEMICA organized a two-week long virtual discussion on national strategies for poverty reduction in Latin America and the Caribbean. FEMICA led the discussions and moderated the event, in which 78 persons participated, including representatives of the IAD, UNDP, USAID, national municipal associations, and the Fondo de Solidaridad e Inversión Social of Chile, among others. The purpose of this discussion was to facilitate an exchange among donors and local government representatives concerning the role of municipalities in formulating national policies for poverty reduction. Some of the conclusions drawn from the discussion include the need to:

- ✓ involve municipalities in the creation of poverty reduction policies because they are more in contact with the beneficiaries of poverty reduction programs than national governments;
- ✓ tailor programs to meet the needs of each region in order to target specific factors that are causing the problems; and
- ✓ ensure that all projects being implemented to be transparent in order to root out corruption.

FEMICA has drafted the proceedings and an analysis of the results. However, due to other activities in which they have been engaged, they have been unable to finalize the report, which will be distributed to the members of the Forum as soon as it becomes available.

Case Studies: Bolivia and Nicaragua
The Secretariat has contracted four local consultants, two Bolivians and two Nicaraguans, to work with Jorge Otero in conducting interviews, research and drafting of a report on donor collaboration in the areas of training and technical assistance in Bolivia and Nicaragua. Mr. Otero traveled once to each country during this quarter to coordinate the activities of the local consultants, participate in interviews, provide guidance and direction for the research, and begin drafting the reports. The reports will contain a set of

recommendations for improved collaboration based on the lessons-learned from the two cases. The case studies will be ready by the end of May and will be presented and discussed at a meeting of the Forum this summer.

GW Workgroup on Poverty Alleviation
In January of this quarter, ICMA was approached by four graduate students from the Elliott School of International Affairs at George Washington University who were interested in preparing a research document as their team project for their final capstone seminar. ICMA met with the students and agreed that they would conduct a study of four donor institutions (GTZ, USAID, IADB and WB) policies regarding poverty alleviation. The analysis would examine the evolution of poverty alleviation policies in LAC of each organization and provide lessons learned for application and orientation for future poverty alleviation programs. ICMA signed a Memorandum of Understanding with the GW Workgroup that specifically states the type of research the students would conduct, deadlines and resources (See Annex 5 for a copy of the MOU). ICMA has met regularly with the students, providing contact information, background, and other support as needed. The first draft of the report is due to ICMA on April 9 and the final report will be submitted on April 26. ICMA hopes to use this report as input for an on-line discussion on donor policies and approaches to alleviating poverty.

Component 2: Information Exchange and Networking

ICMA will work with regional entities to establish sustainable mechanisms for the exchange of information and experience between and among regional organizations, municipal associations and local governments, and NGOs throughout the Americas.

Activities and Accomplishments this Quarter

Forum Website
During this quarter, ICMA contracted CodeSpring, Inc. to redevelop the Forum's website. The newly revamped site went live on January 31, 2002. As reported in the previous quarterly report, the changes to the site included:

- Graphic Redesign of the entire site in an effort to develop a more effective and user-friendly tool
- Inclusion of a calendar of activities (the news and events section) and direct links to all of the forum members' web sites.
- Database-driven directory of representatives of member institutions. Users are able to e-mail information to already established groups (established only by ICMA staff) or to a group that the user develops by choosing individual members.
- Elimination of the Bulletin Board
- Improved search and browser functions of the library.
- Development of a Web site search feature that can search across all modules and provide results in an organized manner by module.
- Change of the site's domain name to www.lacforum.org. The original domain name www.latinterforum.org will continue to be active for one year.

During the last quarter, the Secretariat decided to change the E-News Bulletins' content to be focused on each of the Forum's six designated topics. The first such bulletin was published in February and contained information on e-government initiatives, events, and projects being conducted by the Forum's members (See Annex 6 for a copy of the E-News Bulletin). The Secretariat received positive reviews regarding the new format of this bulletin, including several requests for subscriptions. The next bulletin, which will be out in late April or early May will be on Performance Measurement.

Promoting the Role of National Municipal Associations in E-Government

Late February, ICMA organized a meeting for representatives of IULA/FLACMA and IULA/FEMICA at the Inter-American Development Bank (IDB). The IDB is interested in promoting e-government, especially as a means of improving the transparency of national government procurement. However, its focus is on national governments and the principal purpose of arranging for the meeting was to overcome the IDB's reluctance to consider working with local governments and local government associations in its e-government activities.

ICMA took the lead in convincing IDB to host the meeting. Fortunately, ICMA was able to draw on two IDB contacts: Ms. Saeko Tsuchihashi of IDB's new Information Technology Unit and Mr. Jose Chibbaro, the Director of Municipal programs for Region 2 of the Bank (mainly Central America and Mexico). ICMA had brought IULA/FLACMA and Ms. Tsuchihashi together last year to discuss potential participation by the IDB in a REDCOMUN event in Peru. As a result of this meeting, IULA/FLACMA invited Ms. Tsuchihashi to participate in a REDCOMUN meeting held in Lima, Peru where she shared information on a small IDB technical assistance project working with a local community in Peru. She also explained the IDB's small grant program that funds IT pilots of this nature. In turn, she learned about the REDCOMUN program and the ICT work going on in municipal associations. As a result of her participation, Ms. Tsuchihashi pushed for the meeting with IULA/FLACMA even though there was opposition within the Bank to meeting with municipal associations. The other contact, Jose Chibbaro, was willing to help facilitate the meeting with IULA/FLACMA and FEMICA.

Both IULA/FLACMA and FEMICA consider that the time with the IDB was well spent and that the Bank now appears more willing to consider local government associations as valid counterparts.

Promoting Sharing of Good Practices in Citizen Participation: Meeting with VNG

In March, ICMA met with two representatives from VNG International (the Organization for International Cooperation of the Dutch Association of Municipalities). The VNG presented the Participation Toolkit, which it has been developing with several partners, among them IULA regional offices worldwide, local NGOs and the Netherlands Development Organization (SNV). The VNG is still gathering information for this

Toolkit and asked ICMA for case studies to include as good practices. The VNG was also interested in finding areas of collaboration with the Forum, of which it is a member. Because of the VNG's strong emphasis in citizen participation and the fact that the Forum has not held a meeting or event in this area to date, ICMA discussed with the VNG the possibility of organizing a meeting where good practices in the area of citizen participation could be shared with municipalities and other technical cooperation agencies and donor organizations. ICMA will follow up on this and find a way to coordinate this event with the Latin American Network supported under the RSD/DHR Cooperative Agreement with Partners of the Americas.

Component 3: Local Government Training

ICMA will provide leadership in collaboration with U.S. and Latin American and Caribbean universities, regional and national associations, and municipal support NGOs in designing and implementing practical, affordable, needs-driven and results-oriented local government training programs in Latin America and the Caribbean.

Activities and Accomplishments this Quarter

Seminar on the Role of Associations in the Promotion and Use of Technology in Training Programs for Local Governments in LAC
On Friday, February 22, the Forum for International Cooperation for Local Government in Latin America and the Caribbean (Forum) held a meeting to bring together representatives of municipal associations and donor organizations to foster a dialogue among them regarding local government training needs and the programs offered by providers of training, in particular e-learning. The meeting was hosted by the World Bank Institute (WBI), which also made a presentation on its current virtual training programs. Both the South American and Central American Chapters of IULA (International Union of Local Authorities) were represented at the event and presented their advances in the use of ICT for the provision of services and information to their members. The IULA representative noted that the advances made in Latin America already have been shared with local government associations in other parts of the world. She noted in particular that the Latin American experience with information and communications technology has been particularly helpful for encouraging African associations to go forward with similar efforts.

Representatives of national municipal associations from Bolivia, Chile, Colombia, and Mexico also attended. Additional participants included:

- The executive director of the Institute of Connectivity in the Americas (ICA)[1].

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[1] Canada created ICA with $20 million of initial funding in support of the 2001 Summit of the Americas declaration on connectivity. ICA will fund initiatives that respond to specific Summit objectives aimed at strengthening democracy, fostering economic prosperity, and realizing human potential. It is located within Canada's International Development Research Centre's (IDRC), but is independent and will operate under the guidance of a hemispheric advisory board, which will include representatives of governments, not-for-

- A senior representative of University of Maryland's University College, the U.S.'s premier e-learning university.
- The director and several staff professionals of USAID's Dot.Com program

The meeting led to several important conclusions:

- ➢ The potential returns from the development of e learning tools for upgrading local government capacity in Latin America warrants the establishment of a Forum work group to guide and coordinate efforts.
- ➢ The World Bank Institute, impressed by the advances made by FLACMA and FEMICA and their member associations, made a commitment to work with the municipal associations in expanding its own distance and e-learning programs.
- ➢ The ICA director was impressed by the presentations and noted specifically that local governments are essential partners in achieving the objectives set forth in the connectivity declaration (even though the declaration per se does not mention local governments directly).

Next steps:

ICMA will create a task force group on e-learning to guide and coordinate efforts in this area. Several of the participants in the event signed up to take part in this working group. Once the group is officially established, an agenda and work plan will be developed. (See Annex 7 for a summary of the seminar).

E-Learning Paper

ICMA has revised the E-learning paper and presented another draft to USAID and to a member of the E-learning Task Force for review. Comments are expected next quarter and will be incorporated into the draft document.

III.   Challenges/Remedial Actions Taken

ICMA received USAID's comments to the revised program description and incorporated them into a second draft that was submitted to USAID for approval during this quarter. It is expected that USAID will review and approve the new draft of the program description and budget by the end of the next quarter.

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profit and non-governmental organizations (NGOs) from within the hemisphere, as well as representatives from the private and small business sector and academic communities in the Americas.

IV.   Projected Activities

Component 1: Donor Consultation

- The Technical Secretariat will begin contacting forum members to assess their interest in signing the MOUs outlining areas of collaboration.

- The Secretariat will review and provide input to the drafts of the two case studies on donor cooperation in technical assistance and training activities in Bolivia and Nicaragua.

Component 2: Information Exchange and Networking

- The Secretariat will update the contact information for all of the representatives of the donors included in the forum directory, update and continue to add programs and projects to the Programs section, update and add records to the library section as well as promote the use of the redesigned site.

- ICMA will send out two E-newsletters to all Forum members during this quarter.

Component 3: Local Government Training

- The Secretariat will finalize the draft of the E-Learning position paper and submit it to USAID for review and comments.
- The Secretariat will identify additional members for the E-Learning Task Force and make plans for the first physical meeting of the Task Force

Annex 1: Financial Information

Annex 2: Guidelines for the Members of the Forum

International Forum on Local Government Cooperation
for Latin America and the Caribbean ("Forum")

Members' Guide

I.   BACKGROUND

Forum traces its roots back to the Summit of Heads of State of the Americas held in Santiago, Chile, in 1998, whose plan of action included the need for donor and international cooperation agencies (both bi- and multilateral) working in institution building for local governments to share their know-how and experiences on programs in Latin America and the Caribbean. Under this Summit mandate, almost one year later, in March 1999, the Inter-American Development Bank held the first meeting for interested donors. This meeting was held in Paris, in conjunction with the General Assembly of the IDB Directorate. It was there that this international forum was created for those working in Latin America and the Caribbean on the topic of local government development. The United States Agency for International Development (USAID) supports this effort with financing for the Executive and Technical Secretariat, undertaken by the International City/County Management Association (ICMA)

II.   OBJECTIVE AND SCOPE

Forum's objective is to promote maximum effectiveness in the cooperation and technical assistance provided by the international assistance agencies operating in the area of municipal development. To this end, Forum will: (i) establish and facilitate among its members opportunities for information interchange on their programs; (ii) promote greater consensus on possible technical approaches for cooperation and technical assistance; (iii) identify complementarities among current programs; and (iv) motivate its members to replicate those best practices and innovative approaches that may show the greatest impact on improving local governance and decentralization.

III.   COMPOSITION AND MEMBERSHIP

Forum will recognize two membership categories: participants and observers. The participating members will include the bi- and multilateral institutions, the cooperation agencies, and the regional municipal associations. A special rank in this category will be granted to Institutional Representatives, who are policy-makers or executives from the institutions and whose participation is limited to supporting Forum's actions at that level.

The observing members will constitute the other categories of institutions interested in local government decentralization and development in Latin America and the Caribbean. These include the national municipal associations, private organizations, and academic institutions, among others.
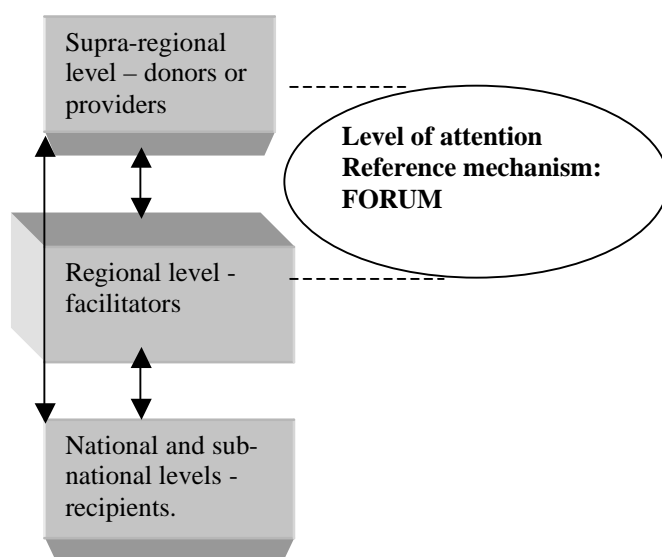
The Institutional Representatives will sign the Memoranda of Understanding, defining the areas of interest and collaboration between Forum and the represented institution. They will participate in the institutional policy meetings, which will be held once every two years. Similarly, they will be responsible for informing the members of their institution about such Memoranda and for delegating to those technical representatives that wish to become a part of Forum and its activities.

The technical representatives will act as the main contact with the Executive and Technical Secretariat and will be in charge of reporting back to their institution on activities carried out by Forum, participating in the task forces, as appropriate, making recommendations for action, and on ways to share information among Forum members regarding institutional policies for governance and decentralization, procedures, initiatives, and programs.

Participating members and observers may have as many delegates as required to participate in Forum general information / mailing lists. Similarly, the participant and observer members may, through the presence of their personnel, attend all Forum meetings that their specialization may permit. Depending on the topic, on some occasions, there may be meetings that only the participating members may attend.

IV.   FRAMEWORK OF OPERATIONS (SCOPE OF ACTION)

Forum operates as a mechanism for physical and virtual interchange among members at the level of assistance/service providers (donors / international cooperation agencies) in the field of local governance and decentralization, and provides opportunities for developing greater linkages with recipients of the assistance, both at the regional level (regional associations such as IULA and FEMICA), and, if appropriate, at the national and sub-national level (municipal associations and municipalities).

Where possible, Forum will look for ways to complement, enhance and share information provided by multilateral and bilateral agencies and inter-governmental political agencies, such as

the Organization of American States. Forum will provide opportunities for regional level facilitators to interact with donors and international cooperation agencies, in particular in instances where replication of best practices and evaluation of past and current interventions can be discussed. Finally, for the level of national and sub-national recipients, which do not fall directly within the scope of Forum, the Secretariat will nonetheless facilitate the incorporation of local government best practices and successful interventions into donor programs and provide coherence to the information that Forum members generate and receive.

A.   Focus and Scope of the Services Provided

The different services provided by Forum are designed to: (i) promote linking of portals to establish an information network among the different member donor agencies, whether bi- or multilateral; (ii) broaden access to information systems for regional municipal associations; (iii) facilitate contact with information systems for sub-national and local levels of government, wherever possible; (iv) complement members' information systems and promote dissemination of national policies, strategies, programs, and projects related to decentralization and local government strengthening among members; and (vi) organize and facilitate the implementation of face-to-face and virtual events among members, as well as with the different players involved in promoting, implementing and evaluating programs and activities in the areas of focus identified by the Forum members.

Installed capacity for service provision

- **Electronic Portal**

 Content:
- Library
- News and events
- Meetings
- Contact Bulletin Board
- Programs
- Site Map
- Home
- About Forum
- Search

Certain sections of the Website will be subject to a security password and available exclusively for Forum participant members.

In addition to the Website, the FORUM Executive and Technical Secretariat will establish an electronic list for distribution of news and information on events to Forum members. Other list servers will be established to carry out virtual conferences or on-line discussions, as may be necessary. The electronic lists will be private, closed, and moderated by the Secretariat or the Forum member sponsoring the event. List server subscriptions will be limited to Forum members and others that the Secretariat may consider appropriate.

- **Human Resources**

To administer the electronic portal, and as a part of Forum's Secretariat functions, skilled human resources will be available to provide assistance in the promotion, organization, and follow-up of the different physical and virtual events related to the topical areas that constitute municipal development. At the promotional level, personal contacts will be established to foster information concerning sources, those responsible, dates, attendees, agenda, and commentaries on the events. In organizational terms, they may participate physically for the preparation of the events, assisting with technical suggestions on agenda topics and identifying players and agencies with the ability to contribute. During the event itself, they may be present at the physical events supporting the dynamics, and afterwards, promoting the follow-up of the resulting resolutions and proposals.

V. FUNCTIONAL STRUCTURE

By virtue of its constitution under the delegation of several agencies, Forum is organized starting with a Steering Committee, which defines the directives that it will follow as it operates. It has an Executive and Technical Secretariat that will operate with funds from USAID through October 2003.

A. Steering Committee

The highest decision-making level in Forum is the Steering Committee, which will define the general policies of Forum. Through October 2003, the Steering Committee will consist of six representatives from the following institutions: World Bank, Inter-American Development Bank, USAID, GTZ, FEMICA, and IULA, selected by ICMA, the institution that acts as Forum's Technical Secretariat. The representatives must have access to the Institutional Representatives and institutional decision-making power. The Steering Committee will be responsible for determining the procedures whereby the members of the future Steering Committee will be selected and appointed.

The Steering Committee will be responsible for the designation of the future Executive and Technical Secretariat of Forum, which will be expected to financially support the initiative.

The Steering Committee will also provide orientation to the Secretariat on the priority areas for the member institutions and on the execution of its activities. The Secretariat will present annual plans for consideration by the Steering Committee. Similarly, the Secretariat will submit quarterly reports of activities for its information.

Likewise, the Steering Committee and the Secretariat will be responsible for establishing and enforcing the procedures followed by Forum, as defined in this document. These guides attempt to ensure an appropriate utilization of Forum services and improved access to and dissemination of information among the members.

The Steering Committee will hold periodic virtual meetings, depending on need, and at least one face-to-face meeting per year. The physical meetings will be held during the annual Forum encounter. The Secretariat will organize all the meetings.

## B.	Technical Secretariat

The Technical Secretariat is the responsibility of ICMA, whose activities on behalf of Forum are funded by a Cooperative Agreement with USAID, which covers operational costs. After the Agreement has terminated, the Steering Committee will have the responsibility for selecting the organization that will function as Executive and Technical Secretariat, and establishing financial viability so that Forum can continue with its activities.

The Secretariat's responsibilities will include:

- Develop and implement the annual work plans for Forum;
- Organize Forum meetings;
- Help organize and provide technical assistance to task forces;
- Publicize and assist, where appropriate, other organizations holding physical encounters related to key areas of Forum member interests;
- Maintain and update the Forum Internet site;
- Prepare current reports for Forum members;
- Implement the mandates from the Steering Committee;
- Maintain the Forum membership index.

Annex 3: Draft of the Institutional Memorandum of Understanding

Draft Institutional Agreement for Forum Members

The Forum for Cooperation on Local Government in Latin America and the Caribbean (the Forum) and XXXX, wish to formalize their relationship in an effort to strengthen donor collaboration in Latin America and the Caribbean, and hereby agree to the following:

XXX will designate one person to act as the primary liaison to the Forum. This person will ensure that timely and updated information on XXXX's programs and events related to decentralization and strengthening local governments are provided for the different sections of the Forum's website, including the newsroom, calendar, and programs. XXX will disseminate information on the Forum within its staff and encourage use of the Forum's resources.

The Forum and XXX will combine experiences and expertise in the field of XXX by organizing one joint event within the next two years.

The Forum and XXX will exchange information on XXX for research and analysis purposes;

The Forum will provide XXX with a bi-monthly newsletter on topics related to local government strengthening and decentralization, maintain and update information regarding XXX and other donors/technical cooperation agencies on the website, etc. XXX will take the lead in developing one of the newsletters per year.

The Forum and XXX agree that the aforementioned areas of collaboration are by no means limitative or exclusive should further needs arise in the course of their efforts;

The Forum and XXX, although willing to cooperate, remain independent institutions; no financial obligation on either parts is created by this Memorandum of Understanding.

The Memorandum of Understanding is entered into on XX day of XXX month of the year XXX.

Signature   Signature

Title: Title:

Annex 4: The Development Gateway: Building Bridges
to Overcome the Digital Divide

The Development Gateway
Building Bridges to Overcome the Digital Divide

Information and communication technologies (ICT) are setting new opportunities for accelerating development and poverty reduction efforts. And the newly established Development Gateway Foundation intends to play a key role.

The Development Gateway Foundation

Based in Washington, DC, the Foundation is an independent, non-profit organization built on public-private partnerships. Its broad mission is to promote the use of ICT for poverty reduction and sustainable development, and help to overcome the "digital divide" in practical and dynamic ways. The World Bank's participation as one of the first of the "Founding Members" was approved by the World Bank's Board of Executive Directors on July 24, 2001.

"Founding Members" – partners who contribute (in cash or in kind) to the Foundation at least $5 million over a three-year period – currently are the governments of Australia, Germany, India, Italy, Japan, the Republic of Korea, Mali (sponsored by the Netherlands), and Pakistan, as well as the World Bank Group (which has played a major role in launching the Foundation). Other sponsors from the private sector are Bloomberg, SoftBank, and Transnational Computer Technology. Others are interested in participating, and discussions are well underway. To date, the Foundation has raised commitments of $52 million.

The first meetings of the Foundation took place in December 2001 in Washington, DC, with participation from a wide range of people representing government, donor agencies, and the private sector (click here for a report of these meetings). The second Board meeting was held on April 2, 2002, with all Board Members participating either by videoconference or present in Washington DC.

Four Key Approaches

The Foundation is moving forward in four key areas –

- The **Development Gateway portal** (http://www.developmentgateway.org/) is a key initiative of the Foundation. An interactive portal facilitating access to information and knowledge on development and poverty reduction, the Gateway works in partnership with many – from the public and private sectors as well as from civil society – and provides a space where people can share their experiences on development. Among other useful resources, the portal offers a global online marketplace (the **dgMarket**), the largest online directory for information on development projects and activities (AiDA), information on **major development topics**, links to a growing network of **Country Gateways** (national portals), and **data**

and statistics for more than 200 countries. Please see below for more information about the portal.

- A Network of **Research and Training Centers** with hubs in the developing world, to exchange ideas and test information and technology applications that will benefit the poor. Examples could include testing applications to help agricultural communities obtain information on market prices; developing and disseminating databases of basic medical knowledge; and the development of cyber kiosks for rural communities. Training on e-government and e-commerce activities targeting the poor are also being considered. Through a competitive process, the Government of India has identified the National Centre for Software Technology as a node of the Research and Training Network. It will focus on research activities related to software development, working closely with the Indian Institute of Technology – Mumbai. The Government of Korea has identified the Korea Information Society Development Institute to provide training, focusing on e-government and ICT policies. Both centers are expected to become operational in the second half of 2002.

- An **ICT Development Forum** for debate and knowledge sharing on key ICT issues, promoting partnerships and synergies between civil society and the public and private sectors. The ICT Development Forum will bring together a cross section of leaders and entrepreneurs, with a focus to reduce poverty through enabling ICT and addressing issues of connectivity.

- The Foundation will also offer a **Grants and Investments Program** to support innovative ICT projects and programs at the local, national, regional, and global levels, which are associated with the core activities of the Foundation and are effective in helping to overcome the digital divide.

Governance

The Foundation is governed by a Board of Directors (click here for a full list), who are responsible for strategy, implementation, and funding of the initiatives. Board members are representatives from developing countries, the private and public sectors, and civil society. While the Board will probably meet twice a year, it is expected that an Executive Committee of four to six members appointed by the Board will meet more frequently to address governance issues of the Gateway portal, approve grants, and supervise the Foundation's Secretariat established to manage the Foundation's activities.

The Secretariat will be headed by a Chief Executive Officer (CEO) appointed by the Foundation's Board. Currently, John McArthur, former Dean of the Harvard Business School, is acting as the Interim CEO, while an international search is underway for the CEO (click here for details about this appointment).

The Secretariat will manage the Foundation's business activities and programs, coordinate evaluation of proposals, mobilize funding, and develop a monitoring and

evaluation system. It will also promote research and exchange of information, and explore knowledge-sharing and digital divide issues in the development community.

The Foundation is pleased to announce that Mr. K.Y. Amoako has been appointed the Chair of the Foundation's Editorial Committee, for a two-year term. Mr. Amoako is the Executive Secretary of the UN Economic Commission for Africa (UNECA), in Addis Ababa, Ethiopia. Under Mr. Amoako's leadership, the Editorial Committee will provide guidance to the Development Gateway portal, by –

- Developing principles for content contributions and quality assurance.
- Providing guidance on the portal's development, including areas such as editorial policies, publication standards, content partnership structuring, and systems of content management.
- Examining and proposing ways to enhance participation by communities and experts to promote the highest possible quality of content.
- Ensuring that the project is independent of any special influence, and that it serves all areas of the development community in an open, transparent, and effective manner.

Members of the Editorial Committee will be selected to reflect a broad range of relevant experience and expertise in electronic publishing, digital technologies, international development, and on-the-ground experience working with the portal's stakeholders, especially in developing countries. In consultation with the Foundation's President (Dr. Mamphela Ramphele), Mr. Amoako will soon be establishing the independent Editorial Committee, and appointing members.

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The Development Gateway Portal (http://www.developmentgateway.org)

An interactive portal for development issues, "the Gateway" works with communities, organizations, and individuals to reduce poverty through partnerships and knowledge-sharing, facilitating access to information and providing a space where people can share their experiences with development efforts. The Gateway currently offers the following features and services:

Find information on thousands of development projects (AiDA)
http://www.developmentgateway.org/aida
AiDA (Accessible Information on Development Activities) is the largest online source of public information on development activities in the world. Funded by multilateral donors, government agencies, and foundations AiDA already covers information on almost 400,000 planned, current, and completed projects and programs from over 200 development agencies. AiDA users can quickly assemble a picture of development funding by country, sector, or thematic area. AiDA provides an important tool for aid coordination and is helping to set standards for the exchange of development-related information.

The Gateway is working with Bellanet, the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD-DAC), and the World Bank to engage organizations to share information through AiDA and develop the site as a tool to support development cooperation. Efforts are being made to achieve comprehensive and up-to-date coverage of the activities of multilateral organizations, bilateral donors, foundations, and civil society organizations as well as governments and the private sector, and to include additional information on lessons learned and evaluation results.

Explore business opportunities (dgMarket)
A new feature of the portal is the **dgMarket** – an online marketplace that provides information on development activities funded by donors and government agencies, with a view to fostering business prospects and promoting local suppliers of goods and services. On any given day, more than 25,000 procurement opportunities can be found at the dgMarket, with tender notices currently posted for projects funded by the African and Asian Development Banks, EuropeAid, the European Bank for Reconstruction and Development, the European Investment Bank, EU Member States, Phare/Tacis, and the World Bank. Implementing agencies can post procurement notices and contract awards directly, and suppliers can receive personalized email alerts, based on their specific area and country of interest.

Exchange ideas and knowledge (Topics)
Guided by development experts, Gateway users contribute content and build virtual communities around major development **topics** such as e-government, e-learning, HIV/AIDS, and Trade and Development. In addition, **Development Focuses** highlight current and emerging issues in the development community. The first two of these online discussions address reconstruction and development in Afghanistan and ICT related to development

Content guides – either individuals or institutions – for a particular subject, and networks of advisors work with their communities to highlight the most useful resources available on the Internet. Interested organizations can become topic guides or advisors, provide funding, and sponsor joint learning/training events. Registered users can submit content on a topic page and receive email alerts to let them know about new content available on a specific topic of their interest. Users and guides interact on a regular basis by commenting on page content, or by creating new content through discussions.

Get local perspectives on development (Country Gateways)
At the core of the Gateway program are Country Gateways, locally owned and operated initiatives that explore the use of ICT for development in their countries. Country Gateways are independent partners of the Gateway. These country-level ICT initiatives enable local stakeholders to set their development priorities. Country Gateway portals contain local resources on key development issues in a country, and assist in creating and sharing local and global development knowledge, solutions, and opportunities. Country Gateways highlight the impact of ICT on development and encourage business opportunities by enhancing outreach, transparency and efficiency. They involve and serve

the needs of representatives from major sectors such as the government, private sector, civil society, academia, and the international community (donors, investors) in different aspects of a Country Gateway program. By participating in and launching diverse online and offline initiatives, Country Gateways enhance transparency, efficiency, dynamism, and sustainability of the development process in their countries.

By March 2002, *info*Dev had received a total of 104 Country Gateway proposals from 60 countries of which 41 have been funded with Planning Grants and an additional 7 with Implementation Grants. The 41 Country Gateways that are now in different stages of planning and implementation are Algeria, Argentina, Armenia, Azerbaijan, Bangladesh, Bulgaria, China, Colombia, Costa Rica, Croatia, the Dominican Republic, El Salvador, Georgia, Guatemala, India, Indonesia, Jamaica, Kazakhstan, Kyrgyz Republic, Moldova, Mongolia, Morocco, Mozambique, Namibia, Nicaragua, Pakistan, Peru, Poland, Romania, Russia, Rwanda, Sri Lanka, Tajikistan, Tanzania, Uganda, Ukraine, Uruguay, Uzbekistan, Venezuela, Vietnam, and the West Bank and Gaza Strip. For a list of organizations/countries that are now developing Country Gateways, please visit http://www.infodev.org/gateway/grants.htm

Data and Statistics
Data is available for more than 200 countries from the World Bank's World Development Indicators and other data sources. The Data and Statistics page provides links to a large number of international and government agencies' statistical sites, covering major development topics.

Development Gateway Technology
The Gateway's technology architecture is based on the following design principles:

- Reliance on open-source and standards-based technologies
- As distributed a system as possible, in terms of content, coordination, and ownership
- Technology that can be easily shared
- The Gateway's open, distributed framework enables community capacity building, knowledge exchange, and publishing in a user-friendly manner through a range of applications, tools, and content partners.

The Gateway portal provides simple user interfaces for numerous functions: sharing knowledge and discussing issues, registering and profiling users, accessing projects and statistical databases, joining a topic community, receiving email notifications, searching, and branding community workspaces.

Updated April 9, 2002

More information
Development Gateway Foundation http://www.dgfoundation.org
Development Gateway Portal http://www.developmentgateway.org
Media contact: Connie Eysenck (202) 473-1884. email: ceysenck@worldbank.or

Annex 5: ICMA-GW Workgroup Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING
GW Workgroup - ICMA

Purpose

The International City/County Management Association (ICMA) has professed the need for in-depth research in the area of poverty alleviation to encourage information sharing as well as to promote dialogue and collaboration among its member organizations.

Scope of Project

The GW workgroup (Brenda Erlinger, Heather Staley, Shannon Meade and Aaron Drayer) will conduct a policy research and analysis project for ICMA in support of the International Forum for Cooperation on Local Government in Latin America and the Caribbean. This project will consist of a detailed analysis of four donor institutions' policies regarding poverty alleviation. These donor agencies are the following: the United States Agency for International Development (USAID), the Interamerican Development Bank (IDB), the World Bank and Deutsche Gesellschaft fur Technische Zusammenarbeit (GTZ). The analysis will examine the evolution of poverty alleviation policy in Latin America for each donor agency and provide recommendations for application and orientation of poverty alleviation programs. These recommendations will include a "lessons learned" portion from each institution analyzed.

Report

The report will consist of the following elements:
1. A survey of background information that serves as the basis of policy formation during the last 10-15 years.
2. This analysis will include an integrated approach to poverty alleviation policy which will consist of a cross-sector analysis that will include, but not be limited to, health, environment and municipal development policies.
3. Pursuant to the discussions with ICMA, the geographic focus of the research and analysis will be Mexico, Central America, South America and the Caribbean Basin as appropriate.
4. The project scope will be one of macro level analysis, but may also include micro-level manifestations of donor policies.
5. The deliverable will consist of a 10-15 page analysis of policy evolution for each donor agency as well as a recommendations and "lessons learned" component and an executive summary that integrates both the analysis and recommendations elements.
6. The report and its contents will be presented to the International Forum for Cooperation on Local Government in Latin America and the Caribbean for the purposes of promoting information sharing, dialogue and collaboration between the donor agencies

Resources
1. The principal contact at ICMA shall be Ms. Noy Villalobos. Ms. Isabelle Bully-Omictin shall also play a collaborative role in advising the GW workgroup.
2. ICMA shall provide appropriate contacts in a timely manner for key informant interviews at the respective donor agencies.

3. ICMA shall make an effort to facilitate the access to appropriate resources and information within the respective donor agencies, such as libraries and provide information about internet resources, as needed.
4. ICMA shall reimburse GW workgroup members for all administrative expenses associated with the research project, which include, but are not limited to photocopies, long distance telephone calls and faxes and the procurement of proprietary information from donor agencies. The GW workgroup shall keep an accurate record of expenses incurred and shall provide written documentation for subsequent reimbursement.
5. It is understood that ICMA shall not provide financial compensation to the GW workgroup in the form of salary payments, stipends or other monetary benefits.
6. During the research effort, members of the GW workgroup shall present themselves as graduate students working in cooperation with ICMA for the purposes of conducting an analysis for ICMA and the Forum.

Timeline
1. The GW workgroup shall meet on a weekly basis (Fridays at 11:00a.m.) with ICMA for updates, instruction and guidance. This meeting schedule may be altered by a mutual decision on the part of both parties.
2. The majority of the research effort shall be completed on or about 15 March 2002. A midterm report shall be submitted to Dr. David Gow (GW workgroup advisor) on 5 March 2002. A final draft of the report shall be submitted to ICMA and Dr. Gow on 9 April 2002. ICMA shall review this draft and provide appropriate feedback by 19 April 2002. A final revised report shall be submitted on 26 April 2002. A formal presentation of this report to the GW University community will be given on 30 April 2002. Appropriate members of ICMA and donor agency contacts will be invited to attend this presentation.

All parties involved understand and agree to the terms of this scope of work. Any additions or deletions will be the product of a mutual decision between ICMA and the GW workgroup. We look forward to a mutually beneficial relationship.

GW Workgroup:

Aaron Drayer   Brenda Erlinger   Heather Staley   Shannon Meade

ICMA:

Noy Villalobos   Isabelle Bully-Omictin

Annex 6: Summary of the Seminar on the Role of Associations in the Promotion and Use of Technology in Training Programs for Local Governments in LAC